Module Outline

Module Title: Introduction to People Management Skills (IPMS)
QF Level: Reference is being taken to HKQF Level 4
QF Credit: 10 Credits for the Advanced Diploma of Certified Banker (9 training hours and 1.5 examination hours) Training Class
Teaching/Training & Learning Activities: N/A
Pre-requisite:

Module Objective:

This module aims to provide candidates with the fundamental theories and practices relating to the people management in organisations, particularly in financial institutions. By understanding the roles of a manager in planning, decision-making, organising, leading, employee management, and control, it helps learners to appreciate and analyse the factors and forces involved in making organisations and people work effectively and efficiently, especially under the contemporary business environment in which people are emerging to a "new normal".

Module Intended Learning Outcome (MILO) & Unit of Competency (UoC)

Upon completion of the module, learners should be able to:

MILO1:	Articulate the key concepts, facts, principles, and theories of people management and their application; particularly in financial institutions;	109588L4 109594L4 109612L4 107601L4
MILO2:	Select essential management tools and methods at planning, controlling and organising stage under management process;	107613L4 109600L5 109607L4
MILO3:	Apply the fundamental people management tools and techniques to lead the team at work place; and	
MILO4:	Outline effective leadership techniques for managing the "contemporary" business environment.	

Assessment Activity

Type of Assessment Activity	MILOs	Weighting (%)
Examination	MILO 1-4	100

Examination Format and Duration

Time allowed: 1.5 hours

The examination consists of 50 multiple choice questions.

Passing mark for this subject is 70%

Syllabus

Chapter 1: Management Overview	
1	**The Management Process**
1.1	- Introduction
1.2	- Definition and functions of management
1.3	- Difference between a Manager and a Leader
1.4	- Managerial roles and skills
2	- **Management Approaches**
2.1	- Theory of Human Needs and application
2.2	- Theory X and Theory Y and application
2.3	- Adult Personality and application
2.4	- Motivation theory and practice
3	**Ethical Behaviour in Management**
3.1	- Ethical Dilemma
3.2	- Influences on Ethical Decision Making
3.3	- Social Responsibility and Sustainability
Chapter 2: Planning and Controlling	
1	**Introduction**
2	**Management Planning Approaches and Tools**
2.1	- Different types of management plan
2.2	- Basic planning tools and techniques
2.3	- Business goals management
3	**Problem Solving and Decision Making**
3.1	- Managers as problem solver
3.2	- Problem solving approaches and process
3.3	- Decision making process
4	**How Managers Control**
4.1	- The control principles and process
4.2	- Control tools for effective management
4.3	- Control techniques for different management aspects
Chapter 3: Organizing	
1	**Alignment to organizational structure and development**
1.1	- Organization structure and development
1.2	- Values and culture
1.3	- Multicultural awareness and diversity
2	**Managing change**

2.1	- Introduction
2.2	- Common resistance to change
2.3	- Change strategies application and practices
3	**Human resources management**
3.1	- Managers' roles in human resources management
3.2	- Staff performance management and development
3.3	- Motivating and engaging the work force for better performance
Chapter 4: Leading	
1	**Introduction to Leadership**
1.1	- The nature of leadership
1.2	- Leadership traits and behaviors
1.3	- Leadership styles and impacts to a team
1.4	- How situational leadership works in workplace
2	**Leading teams**
2.1	- How different roles play in a team effectively
2.2	- How to drive teamwork
2.3	- Managing diversity of staff in different generation and culture
3	**Effective communication**
3.1	- The communication process
3.2	- The nature and benefits of different types and channels of communication
3.3	- Tips to overcome communication barriers
4	**Coaching for Performance**
4.1	- Types of coaching
4.2	- Coaching process (GROW model)
4.3	- Fundamental coaching techniques
Chapter 5: People management under contemporary era	
1	**The emergence of the "new normal" culture at contemporary workplace**
1.1	- Remote working / digitalization era
	▪ Background and future trend
	▪ Impact on working style
	▪ Cultural transformation
1.2	- Challenges for manager:
	▪ Lead and manage from a distance
2	**Health and wellbeing at work**
2.1	- Coping strategies under "new normal"
	▪ Personal resilience
	▪ Dealing with distraction
	▪ Self-control and marshmallows
	▪ Brain agility model

Essential Readings:

For the whole module:-
- Schermerhorn Jr., J., & Bachrach, D. (2020). Management. 14th Ed. Wiley.

Supplementary Readings:
- George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. Human Relations, 53(8), 1027–1055. https://doi.org/10.1177/0018726700538001

- Swart, T., Chisholm, K., & Brown, P. (2015). Neuroscience for leadership: Harnessing the brain gain advantage. Palgrave Macmillan.

- Waldman, D. A., Balthazard, P. A., & Peterson, S. J. (2011). Social cognitive neuroscience and leadership. The Leadership Quarterly, 22(6), 1092–1106. https://doi.org/10.1016/j.leaqua. 2011.09.005

Further Readings:
- Gerald, C, & Kelly, P. (2020). Management Theory and Practice. 9th Ed. Cengage.

- O'Rourke, J. (2015). DK Essential Managers: Effective Communication: Listening, Presenting, Giving Feedback. NY: Penguin Random House.